3e
.258

Council of Planning Librarians EXCHANGE BIBLIOGRAPHY

February 1972

258

PARTICIPATION IN DECISION-MAKING: A Selected Bibliography

Milo C. Pierce
Assistant Professor, Department of Educational Administration
Southern Illinois University, Edwardsville

Mrs. Mary Vance, Editor
Post Office Box 229
Monticello, Illinois 61856

THE LIBRARY OF THE
FEB 1 1972
UNIVERSITY OF ILLINO
AT URBANA-CHAMPAIGN

PARTICIPATION IN DECISION-MAKING: A SELECTED BIBLIOGRAPHY

Milo C. Pierce
Department of Educational Administration
Southern Illinois University
Edwardsville, Illinois
1971

Introduction

Recent administrative and organizational responses to the upsurges of student unrest in schools, colleges, and universities have been characterized by a rush to include students in the decision- and policy-making processes of the institutions. Frequently, educational administrators are unacquainted with the extent of theoretical literature and research findings available on participation in decision-making. This selected bibliography is intended to help close this gap by leading the reader to sources which will provide him with an understanding of the dynamics of the process and enable him to make it more meaningful and effective.

Employee participation in decision-making is not new and has known previous periods of promotion in response to labor and human relations movements. However, widespread involvement of students in significant decision-making in educational institutions is relatively new in most schools and colleges. Employee participation has a literature that spans well over three decades while only in the past few years has the literature on student participation begun to accumulate. Unfortunately, much of the student participation literature are opinion articles limited to questions of whether to encourage participation and the relatively few empirical

investigations available usually consist of descriptive reports of the perceptions and preferences of students, faculty, or administrators. Consequently, a review of the general literature of participatory decision-making may not only improve group decision-making practices in education but may also suggest viable avenues of hard research upon which these practices may be soundly based.

The references in this bibliography have been selected primarily from the fields of business, education, psychology, and sociology and focus upon employee, faculty, and student participation. Participation in decision-making is identified as the involvement of subordinates in the decision-making processes within a given formal organization and is distinguished from (a) subordinates taking part in executive work tasks--participation in administration --and from (b) policy-making between or among distinct organizations or governmental bodies, which characterizes much participation literature in the fields of political science and public administration. Special attention has been given to include nearly all theoretical and research studies available in English. Some opinion literature and committee reports have been included because of their theoretical or planning value but most have been excluded.

For those who wish to rapidly review the available literature, it is suggested they first consult the publications of Paul Blumberg (1968), Barry E. Collins (1964), James T. Horner (1966), Aaron Lowin (1968), G. Dale Myer (1970), Lora H. Robinson (1970), and Victor Vroom (1960, 1964).

Albrook, Robert C. "Participative Management: Time for a Second Look", in Keith Davis and William G. Scott, Human Relations and Organizational Behavior: Readings and Comments, Third Edition, New York: McGraw-Hill Book Company, 1969, pp. 120-133.

Alpander, Guvenc G. "Participative Management", The Personnel Administrator, Vol. 12, No. 6 (November-December 1967), pp. 34-38.

Argyris, Chris. Integrating the Individual and the Organization. New York: John Wiley and Sons, Inc., 1964.

_____. "Organizational Leadership and Participation in Management", The Journal of Business, Vol. 28, No. 1 (January 1955), pp. 1-7.

_____. Personality and Organization. New York: Harper and Row, Publishers, 1957. See pp. 145-153.

Asceto, Thomas D. Student Participation in Policy-Making and the Use of Direct Action at the Mid-West Committee on Institutional Cooperation Universities. Unpublished Ph.D. dissertation. Syracuse, New York: Syracuse University, 1967.

Babchuck, N. and W.J. Goods. "Work Incentives in a Self-Determined Group", American Sociological Review, Vol. 16, No. 5 (October 1951), pp. 679-687.

Baker, J.E. "Inmate Self-Government", Journal of Criminal Law, Criminology, and Police Science, Vol. 55, No. 1 (March 1964), pp. 39-47.

Banks, John A. Industrial Participation: Theory and Practice, A Case Study. Liverpool, England: The University Press of Liverpool, 1963.

Barrett, Thomas Chester. Relationship between Perceived Faculty Participation in the Decision-Making Process and Job Satisfaction in the Community Colleges of North Carolina. Unpublished doctoral dissertation. Raleigh, North Carolina: North Carolina State University, 1969.

Baumbartel, H. "Leadership, Motivation, and Attitudes in Research Laboratories", Journal of Social Issues, Vol. 12, No. 2 (Spring 1956), pp. 24-31.

Bavelas, Alex. "Some Problems of Organizational Change", Journal of Social Issues, Vol. 4, No. 3 (Summer 1948), pp. 48-52.

Bennett, E.B. "Discussion, Decision, Commitment and Consensus in 'Group Decision'", Human Relations, Vol. 8, No. 3 (May 1955), pp. 251-273.

Blau, Peter M. and W. Richard Scott. Formal Organizations: A Comparative Approach. San Francisco: Chandler Publishing Company, 1962. See "Pseudo Democracy", pp. 186-192.

Blumberg, Arthur, William Wayson, and Wilford Weber. "The Elementary School Cabinet: Report of an Experience in Participative Decision-Making", Educational Administration Quarterly, Vol. 5, No. 3 (Autumn 1969), pp. 39-52.

Blumberg, Paul. Industrial Democracy: The Sociology of Participation. London, England: Constable and Co., Ltd., 1968.

Bogdan, Kavic, Veljko Rus, and Arnold S. Tannenbaum. "Control, Participation, and Effectiveness in Four Yugoslav Industrial Organizations", Administrative Science Quarterly, Vol. 16, No. 1 (March 1971), pp. 74-86.

Boren, James E. "Cooperative Government at the University of Minnesota", in Role and Structure of Student Government, Mary Meehan (ed.), Washington, D.C.: U.S. National Student Association, 1966. This article contains conclusions and recommendations of a master's thesis on student involvement in policy-making at the University of Minnesota.

Bridges, Edwin M. "A Model for Shared Decision-Making in the School Principalship", Educational Administration Quarterly, Vol. 3, No. 1 (Winter 1967), pp. 49-61.

_____. "Teacher Participation in Decision-Making", Administrator's Notebook, Vol. 12, No. 9 (May 1964), pp. 1-4.

Carr, Alden J. Student Participation in College Policy Determination and Administration. Washington, D.C.: American Association of Colleges for Teacher Education, Study Series No. 4, 1959.

Chase, Francis S. "Teacher and Policy-Making", Administrator's Notebook, Vol. 1, No. 1 (May 1952), pp. 1-4.

Clegg, Hugh A. A New Approach to Industrial Democracy. Oxford, England: Basil Blackwell and Matt, Ltd., 1960.

Coch, L. and J.R.P. French, Jr. "Overcoming Resistance to Change", Human Relations, Vol. 1, No. 4 (August 1948), pp. 512-532.

Collins, Barry E. and Harold Guetzkow. A Social Psychology of Group Processes for Decision-Making. New York: John Wiley and Sons, Inc., 1964. See bibliography, pp. 223-241.

Das, Nabagobal. Experiments in Industrial Democracy. New York: Asia Publishing House, 1964.

Davis, Keith. "The Case for Participative Management", Business Horizons, Vol. 6, No. 3 (Fall 1963), pp. 55-60.

_____. Human Relations at Work: The Dynamics of Organizational Behavior. Third Edition. New York: McGraw-Hill Book Company, 1969. See Chapter 8, "Development of Participation", pp. 127-142; also, pp. 105-107, 374-375.

_____. "Management by Participation", Management Review, Vol. Vol. 46, No. 2 (February 1957), pp. 69-79.

Day, R.C. and R.L. Hablin. "Some Effects of Close and Punitive Styles of Supervision", American Journal of Sociology, Vol. 69, No. 5 (March 1964), pp. 499-510.

Dedrick D. Participation in Small Group Decision-Making: A Survey and Content Analysis of Forty-nine Studies. Unpublished Master Degree Thesis. Lexington, Ky.: Department of Sociology, University of Kentucky, 1965.

Deegan, W.L., T.R. McConnell, K.P. Mortimer, and H. Stull. Joint Participation in Decision-Making. Berkeley, California: Center for Research and Development in Higher Education, 1970. This is one of a group of studies on faculty organization and faculty government. The principal topics investigated are the formal mechanisms and informal practices of faculty participation in university governance, the emergence of oligarchies, and the relationships of these ruling groups to faculty constituencies, administrative agencies, and formal and informal methods of liaison between faculty and administration.

Dill, William R. "Decision-Making", in Daniel E. Griffiths, Behavioral Science and Educational Administration, 63rd NSSE Yearbook, Part II, Chicago, Illinois: The University of Chicago Press, 1964, pp. 199-222.

Dykes, Archie B. Faculty Participation in Academic Decision-Making. Washington, D.C.: American Council on Education, 1968.

Eckert, Ruth E. "The Share of the Teaching Faculty in University Policy-Making", AAUP Bulletin, Vol. 45, No. 3 (Autumn 1959), pp. 346-351.

Emery, F.E. and Einar Thorsrud. Form and Content in Industrial Democracy: Experiences from Norway and Other European Countries. London: Tavistock Publications, Ltd., 1969. This is a study of the effectiveness of "industrial democracy" and of various systems of employee representation on company boards in Norway, Yugoslavia, West Germany, and Great Britain. It is distributed in the United States by Barnes & Noble, and was originally published in Norwegian as Industrielt Demokrati by Oslo University Press, 1964.

Faculty Participation in Academic Governance. Washington, D.C.: American Association for Higher Education, 1967. This is a report of the AAHE-NEA Task Force on Faculty Representation and Academic Negotiations, Campus Governance Program.

Falvey, Frances E. Student Participation in College Administration. New York: Bureau of Publications, Teachers College, Columbia University, 1952.

Fleichman, E.A. and E.F. Harris. "Patterns of Leadership Behavior Related to Employee Grievances and Turnover", Personnel Psychology, Vol. 15, No. 1 (Spring 1962), pp. 43-56.

Flynn, Magnus. "A Survey of Student Involvement in the Decision-Making Process at Canadian Universities", The Journal of the Canadian Association of University Student Personnel Services, Vol. 2 (Spring 1967), pp. 12-14.

Follett, Mary Parker. "The Psychology of Consent and Participation", in Henry C. Metcalf and L. Urwick (eds.), Dynamic Administration: The Collected Papers of Mary Parker Follett, New York: Harper and Row, Publishers, Inc., 1941, pp. 210-229. This is a paper presented March 1927.

Foote, Caleb, Henry Mayer, et al. The Culture of the University: Governance and Education. San Francisco: Jossey-Bass Inc., Publishers, 1968. See Chapter VI, "Student Participation", pp. 75-94; Chapter VIII, "Student Participation at the Departmental Level", pp. 110-125; and Chapter IX, "Student Participation Campus-Wide", pp. 126-147. While the above volume discusses the issues in terms of the University of California at Berkeley, it is very useful to examine the thinking, conclusions and suggestions which can be easily applied to many other campuses.

French, J.R.P., Jr., et al. "Employee Participation in a Program of Industrial Change", Personnel, Vol. 35, No. 3 (November-December 1958), pp. 16-29.

French, J.R.P., Jr., Emanuel Kay, and Herbert H. Meyer. "Participation and the Appraisal System", Human Relations, Vol. 19, No. 1 (February 1966), pp. 3-20.

French, J.R.P., Jr., J. Israel, and D. Aas. "An Experiment in Participation in a Norwegian Factory", Human Relations, Vol. 13, No. 1 (February 1960), pp. 3-10.

Georgopoulos, B.S. and A.S. Tannenbaum. "A Study of Organizational Effectiveness", American Sociological Review, Vol. 22, No. 5 (October 1957), pp. 532-540.

Golden, M. Patricia and Ned A. Rosen. "Student Attitudes Toward Participation in University Administration: An Empirical Study Related to Managerial Prerogatives", The Journal of College Student Personnel, Vol. 7, No. 6 (November 1966), pp. 323-330.

Gomberg, William. "The Trouble with Democratic Management", Trans-Action, Vol. 3, No. 5 (July-August 1966), pp. 30-35.

Gulley, Halbert E. Discussion, Conference, and Group Processes. Second Edition. New York: Holt, Rinehart and Winston, Inc., 1968.

Haire, Mason (ed.). Modern Organization Theory: A Symposium of the Foundation for Research on Human Behavior. New York: John Wiley and Sons, Inc., 1959. See Chapter 16, "Democratic Leadership--Participation", pp. 394-413.

Halpin, Andrew W. "The Leadership Behavior and Combat Performance of Airplane Commanders", Journal of Abnormal and Social Psychology, Vol. 49, No. 1 (January 1954), pp. 19-22.

Hare, A.P. "Small Group Discussions with Participatory and Supervisory Leadership", Journal of Abnormal and Social Psychology, Vol. 48, No. 2 (April 1953), pp. 273-275.

Hekhuis, Louis Frederick. A Comparison of the Perceptions of Students and Faculty at Michigan State University with Respect to Student Participation in University Policy Formulation. Unpublished doctoral dissertation. East Lansing, Michigan: Michigan State University, 1967.

Heller, Frank A. and Gary Yukl. "Participation, Managerial Decision-Making, and Situational Variables", Organizational Behavior and Human Performance, Vol. 4, No. 3 (August 1969), pp. 227-241.

Hodgkinson, Harold L. "Student Participation in Campus Governance". A paper presented at the American Education Research Association Annual Meeting, Los Angeles, California, February 8, 1969. Available through ERIC, Research in Education No. ED 034 478.

Holter, Harriet. "Attitudes Towards Employee Participation in Company Decision-Making Processes: A Study of Non-Supervisory Employees in Some Norwegian Firms", Human Relations, Vol. 18, No. 4 (November 1965), pp. 297-322.

Hopson, James A. "Teacher Involvement: Situationally Determined or Generalized Disposition". Unpublished paper presented at the American Educational Research Association Annual Meeting, Minneapolis, Minnesota, March 2-6, 1970.

Horner, James T. and Rosemary L. Horner. "Student Involvement in Governance and Administration of Higher Education", NASPA Journal, Vol. 2, No. 4 (October 1966), pp. 59-64.

Hornstein, Harvey A., D.M. Callahan, E. Fisch, and B.A. Benedict. "Influence and Satisfaction in Organizations: A Replication", Sociology of Education, Vol. 41, No. 4 (Fall 1968), pp. 380-389.

Huneryager, S.G. and I.L. Heckmann. Human Relations in Management. Second Edition. Cincinnati, Ohio: South-Western Publishing Company, 1967. See Part VII, "Participation and Group Dynamics", pp. 580-591, and reprinted articles on participation, pp. 592-641.

Ikenberry, Stanley O. Roles and Structures for Participation in Higher Education Governance: A Rationale. University Park, Pennsylvania: Pennsylvania State University Center for the Study of Higher Education, 1970.

Kahn, R.S. and D. Katz. "Leadership Practices in Relation to Productivity and Morale", in D. Cartwright and A. Zander (eds.), Group Dynamics: Research and Theory. Second Edition. Evanston, Illinois: Row, Peterson & Company, 1960, pp. 554-570.

Katz, Daniel and Robert L. Kahn. The Social Psychology of Organizations. New York: John Wiley and Sons, Inc., 1966. See Chapter 10, "Policy Formulation and Decision-Making", pp. 259-299; also pp. 381, 470.

Keeton, Morris, L. Dennis, Harold Hodgkinson, and Stephen Plumer. Campus Governance Program. Yellow Springs, Ohio: Antioch College, 1968.

Keeton, Morris. Shared Authority on Campus. Washington, D.C.: American Association for Higher Education, 1971. A Report on the Campus Governance Program of the American Association for Higher Education with a pre-interview questionnaire and an 81-item list of related publications by the Campus Governance Program.

Kerlinger, Fred N. "Student Participation in Educational Decision-Making", The Teachers College Record, Vol. 70, No. 1 (October 1968), pp. 45-51.

Keyes, Ralph. "Student Involvement: The Why and How", NASPA Journal, Vol. 6, No. 2 (October 1968), pp. 77-82.

Klopf, Gordon. College Student Government. New York: Harper and Brothers Inc., 1960.

Kolaja, Jiri. A Polish Factory: A Case Study of Worker's Participation in Decision-Making. Lexington, Ky.: University of Kentucky Press, 1960.

_____. "Two Processes: A New Framework for the Theory of Participation in Decision-Making", Behavioral Science, Vol. 13, No. 1 (January 1968), pp. 66-71.

_____. Worker's Councils: The Yugoslav Experience. New York: Frederick A. Praeger, Publishers, 1966.

Lammers, C.J. "Power and Participation in Decision-Making in Formal Organizations", American Journal of Sociology, Vol. 73, No. 2 (September 1967), pp. 201-216.

Lane, Willard R., Ronald G. Corwin, and William G. Monahan. Foundations of Educational Administration: A Behavioral Analysis. New York: The Macmillan Company, 1967. See Chapter 5, "Characteristics of the Decision-Making Process", pp. 128-150.

Lawrence, L.C. and P.C. Smith. "Group Decision and Employee Participation", Journal of Applied Psychology, Vol. 39, No. 5 (October 1955), pp. 334-337.

Leavitt, Harold J. "Unhuman Organizations", Harvard Business Review, Vol. 40, No. 4 (July-August 1962), pp. 90-98.

Lesieur, Frederick G. (ed.). The Scanlon Plan. Cambridge, Mass.: The Massachusetts Institute of Technology Press, 1958.

Levine, Jacob and John Butler. "Lecture versus Group Decision in Changing Behavior", Journal of Applied Psychology, Vol. 36, No. 1 (February 1952), pp. 29-33.

Lewin, Kurt. "Group Decision and Social Change", in E. Swanson et al. (eds.), Readings in Social Psychology, New York: Henry Holt Company, 1947, pp. 330-344.

_____. "Studies in Group Decision", in D. Cartwright and A. Zander (eds.), Group Dynamics: Research and Theory, Evanston, Illinois: Row, Peterson & Company, 1953, pp. 287-301.

Likert, Rensis. The Human Organization: Its Management and Value. New York: McGraw-Hill Book Company, 1967.

_____. New Patterns of Management. New York: McGraw-Hill Book Company, 1961.

Locklin, Ralph H. and Clifford T. Stewart. "Student, Faculty, and Administrator Perceptions of Decision-Making at Four Colleges", Unpublished paper presented at the American Educational Research Association Annual Meeting, Minneapolis, Minnesota, March 2-6, 1970.

Logan, Wilson. The Academic Man. New York: Oxford University Press, 1942. See pp. 75-78 on faculty participation.

Lowin, Aaron. "Participative Decision-Making: A Model, Literature, Critique and Prescription for Research", Organizational Behavior and Human Performance, Vol. 3, No. 1 (February 1968), pp. 68-106.

Lynn, Harry H., Jr. The Student's Role in College Policy-Making. Washington, D.C.: American Council on Education, 1957.

Maier, Norman R.F. Psychology in Industry. Third Edition. Boston: Houghton Mifflin Company, 1965.

Mann, Floyd C. and Howard J. Baumgartel. Absences and Employee Attitudes in an Electric Power Company. Ann Arbor, Michigan: Institute for Social Research, University of Michigan, 1952.

March, James G. and Herbert A. Simon. Organizations. New York: John Wiley and Sons, Inc., 1958. See p. 54, especially.

Marrow, Alfred J., David G. Bowers, and Stanley E. Seashore. Management by Participation: Creating a Climate for Personal and Organizational Development. New York: Harper and Row, Publishers, 1967.

Martin, Warren B. "Student Participation in Academic Governance", in G. Kerry Smith (ed.), In Search of Leaders: Current Issues in Higher Education, 1967, Washington, D.C.: The American Association for Higher Education, 1967, pp. 173-177.

_____. and Dale Heckman. "Understanding Maladies and Effecting Cures", in G. Kerry Smith (ed.), Agony and Promise, San Francisco: Jossey-Bass Inc., Publishers, 1969.

McConnell, T.R. "Faculty Participation", The Research Reporter, Vol. 5, No. 1 (1970), pp. 1-4.

_____. and Kenneth P. Mortimer. Faculty Participation in Governance at the University of California, Berkeley. Berkeley: Center for Research and Development in Higher Education, University of California, 1968.

McGrath, Earl J. Should Students Share the Power? A Study of Their Role in College and University Governance. Philadelphia: Temple University Press, 1970.

McGregor, Douglas. The Human Side of Enterprise. New York: McGraw-Hill Book Company, 1960. See Chapter 9, "Participation in Perspective", pp. 124-131.

McGuire, Edward C. "The Role of the Student in College Policy-Making", Personnel and Guidance Journal, Vol. 38, No. 5 (January 1960), pp. 378-384.

Miklos, E. "Increasing Participation in Decision-Making", Canadian Administrator, Vol. 9, No. 6 (March 1970), pp. 25-29. A discussion of research findings relating to teachers' participation in decentralized decision-making as an organizational response to problems facing the organization.

Miles, Raymond E. "Human Relations or Human Resources?" Harvard Business Review, Vol. 43, No. 4 (July-August 1965), pp. 148-155.

Miller, Delbert C. and William H. Form. Industrial Sociology. Second Edition. New York: Harper and Row, Inc., 1964. See Chapter 17, "The Governing of the Work Organization," pp. 734-764.

Miller, S.W. and Martin Rein. "Participation, Poverty, and Administration", Public Administration Review, Vol. 29, No. 1 (January-February 1969), pp. 15-25.

Misumi, J., et al. "A Cross Cultural Study of the Effect of Democratic Authoritarian and Laissez-faire Atmospheres in Japanese Children", Research Bulletin of the Faculty of Education, Fukuoka, Japan: Kyushu University, Vol. 5 (1958), pp. 41-59.

Moeller, Gerald H. The Relationship Between Bureaucracy in School System Organization and Teachers' Sense of Power. Unpublished doctoral disseration. St. Louis, Mo.: Washington University, 1962.

Montuclard, Maurice. La dynamique des comites d'entreprise. Paris: Centre National de la Recherche Scientifique, 1963. Exploration sociologique de quelques effets de l'institution des comites d'entreprise sur les relations industrielles. Bibliographie, pp. 525-539.

Morse, Nancy C. and E. Reimer. "The Experimental Change of a Major Organizational Variable", Journal of Abnormal and Social Psychology, Vol. 52, No. 1 (January 1956), pp. 120-129.

Mulder, Mark and Henke Wilke. "Participation and Power Equalization", Organizational Behavior and Human Performance, Vol. 5, No.5, (September 1970), pp. 430-448. This is a research study which criticizes the belief that participation in decision-making will result in power equalization between "haves" and "have-nots".

Mulder, Mark. "Power Equalization through Participation", Administrative Science Quarterly, Vol. 16, No. 1 (March 1971), pp. 31-38. "This paper criticizes the assumptions that participation of the less powerful in decision-making processes results in a reduction of differences in power between the more powerful and the less powerful", p. 31.

Muston, Ray. "Concept of Student Participation in Governance Becomes Formalized and More Public as It Gains Momentum", College and University Business, Vol. 48, No. 3 (March 1970), pp. 12-14. Review of results of a survey of student involvement in governance at a sample of universities.

Myer, G. Dale. Participative Decision-Making: An Analysis and Review. Iowa City, Iowa: University of Iowa Center for Labor and Management, 1970.

Pardee, Otway, Harriet C. Stull, and William B. Woelf. "Report of the Survey of Committee T", AAUP Bulletin, Vol. 55, No. 2 (Summer 1969), pp. 180-185. This survey explores areas of faculty participation in university government.

"Participation". Subject heading Educational Resources Information Center (ERIC), Research in Education, Index Section of the Monthly Abstract Journal.

Patchen, Martin. Participation Achievement and Involvement on the Job. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1970.

Pierce, Milo C. Administrators' Preferences for Faculty and Student Participation in University Policy-Making. Unpublished doctoral dissertation. Urbana, Illincis: University of Illinois, 1969.

Preston, M.G. and R.K. Heintz. "Effects of Participatory versus Supervisory Leadership on Group Judgment", Journal of Abnormal and Social Psychology, Vol. 44, No. 3 (July 1949), pp. 345-355.

Radke, M. and D. Klisurich. "Experiments in Changing Food Habits", Journal of the American Dietetic Association, Vol. 23, No. 5 (May 1947), pp. 403-409.

Rhenman, Eric. Industrial Democracy and Industrial Management. London, England: Tavistock Publications, Ltd., 1968. The original version in Swedish was first published in Stockholm in 1964. This reference is a behavioral examination of workers' participation in decision-making and is influenced by Chester Barnard, Herbert Simon, and Philip Selznick.

Riess, Louis C. "Faculty Participation in the Governance of Higher Education: A Bibliography", November 1970, pp. 1-14. Available through ERIC, Research in Education No. ED 043 330.

Ritchie, J.B. and Raymond E. Miles, "Analysis of Quantity and Quality of Participation as Mediating Variables in the Participative Decision-Making Process", Personnel Psychology, Vol. 23, No. 3 (Autumn 1970), pp. 347-359.

Robinson, Lora H. and Janet D. Shoenfeld. Student Participation in Academic Governance. Review No. 1, ERIC Clearinghouse on Higher Education, February, 1970. Available through ERIC, Research in Education No. ED 038 555. This item includes an annotated bibliography of a limited number of references on student participation; several are opinion essays.

Ross, I. and A. Zander. "Need Satisfaction and Employee Turnover", Personnel Psychology, Vol. 10, No. 3 (Autumn 1957), pp. 327-338.

Sabine, G.H. (Chrm.). "The Place and Function of Faculties in University and College Government, Report of Committee T", AAUP Bulletin, Vol. 24, No. 2 (February 1938), pp. 141-150.

Saltonstall, Robert. Human Relations in Administration: Text and Cases. New York: McGraw-Hill Book Company, 1959. See Chapter 16, "Democratic Leadership--Participation", pp. 394-413.

Schwebel, Robert. "Wakening Our Sleepy Universities: Student Involvement in Curriculum Change", The Teachers College Record, Vol. 70, No. 1 (October 1968), pp. 31-43.

Scott, William H. Industrial Leadership and Joint Consultation: A Study of Human Relations in Three Merseyside Firms. Liverpool, England: The University Press of Liverpool, 1952.

Seashore, S.E. Group Cohesiveness in the Industrial Work Group. Ann Arbor, Michigan: Institute for Social Research, Survey Research Center, University of Michigan, 1954.

Sharma, Chiranji Lal. "Who Should Make What Decisions?" Administrator's Notebook, Vol. 3, No. 8 (April 1955), pp. 1-4.

Shull, Jr., Fremont A. Selected Readings in Management. Homewood, Illinois: Richard D. Irwin, Inc., 1958. See pp. 228-231.

Simpkins, W.S. and D. Friesen. "Teacher Participation in School Decision-Making", Canadian Administrator, Vol. 8, No. 4 (January 1969), pp. 13-16.

Smith, G.G. and A.S. Tannenbaum. "Organizational Control Structure: A Comparative Analysis", Human Relations, Vol. 16, No. 4 (November 1963), pp. 299-316.

Strauss, George. "Some Notes on Power-Equalization", in H.S. Leavitt (ed.), The Social Science of Organizations: Four Perspectives, Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1963, pp. 41-84.

"Student Participation in Governance". Subject heading in College Student Personnel Abstracts. Abstracts of many opinion essays and some research.

"Student Participation in Policy-Making". Subject heading in College Student Personnel Abstracts. Abstracts of many opinion essays and some research.

Tannenbaum, Arnold S. "Control and Effectiveness in a Voluntary Organization", American Journal of Sociology, Vol. 67, No. 1 (July 1961), pp. 33-46.

_____. Control in Organizations. New York: McGraw-Hill Book Company, 1968. See pp. 16-23, 310-312.

_____. and Robert L. Kahn. Participation in Union Locals. Evanston, Ill.: Row, Peterson and Company, 1958.

Tannenbaum, Arnold S. Social Psychology of the Work Organization. Belmont, Calif.: Wadsworth Publishing Company, Inc., 1966. See Chapter 7, "Participation", pp. 84-102; and pp. 120-130.

Tannenbaum, Robert and Fred Massarick. "Participation by Subordinates in the Managerial Decision-Making Process", Canadian Journal of Economics and Political Science, Vol. 16, No. 3 (August 1950), pp. 408-418.

Tiffin, Joseph and Ernest J. McCormick. Industrial Psychology. Fourth Edition. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1960. See pp. 360-368.

Thompson, Arthur A. "Employee Participation in Decision-Making: The TVA Experience", Public Personnel Review, Vol. 28, No. 2 (April 1967), pp. 82-88.

Troanton, J.R. and J.D. Reynaud. "Industrial Sociology 1951-1962", Current Sociology, Vol. 12, No. 2 (1963-1964), pp. 201-206. This reference is an annotated bibliography of mostly European publications concerned with "worker's councils", "co-determination", and "consultative management" in industrial and business firms.

Troyer, Maurice E. "Indices of Congruency As Well As Differences Needed for Valid Comparison of Campus Generations". Unpublished paper presented at the American Educational Research Association Annual Meeting, Minneapolis, Minnesota, March 2-5, 1970.

_____. and Owada Yasuyuki. "Roles of Students, Faculty, and Administration in University Policy and Decision-Making: A Case Study". Unpublished paper, Tokyo, Japan: International Christian University, 1964.

Verba, Sidney. "Democratic Participation", Annals of the American Academy of Political and Social Science, Vol. 373 (September 1967), pp. 53-78.

Volkwein, James F. Relationship of College Student Protest and Participation in Policy-Making to Institutional Characteristics. Unpublished doctoral dissertation. Ithaca, N.Y.: Cornell University, 1968.

Vroom, Victor. Some Personality Determinants of the Effects of Participation. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1960.

_____. "What Really Motivates Employees", Business Management, Vol. 31, No. 2 (November 1966), pp. 81-86.

_____. Work and Motivation. New York: John Wiley and Sons, Inc., 1964. See pp. 115-119, 220-229.

Weschler, I.R., M. Hahane, and R. Tannenbaum. "Job Satisfaction, Productivity, and Morale: A Case Study", Occupational Psychology, Vol. 26, No. 1 (January 1952), pp. 1-14.

White, R.K. and R. Lippitt. Autocracy and Democracy. New York: Harper and Brothers, Inc., 1960.

Wicker, F.R. "Turnover and Employees' Feelings of Ego Involvement in the Day-to-Day Operation of a Company", Personnel Psychology, Vol. 4, No. 2 (Summer 1951), pp. 185-197.

Wilson, Robert C. and Jerry G. Gaff. "Student Voice--Faculty Response". The Research Reporter, Berkeley, Calif.: The Center for Research and Development in Higher Education, University of California, Vol. 4, No. 2 (November 1969), pp. 1-4.

COUNCIL OF PLANNING LIBRARIANS Exchange Bibliography #258

PARTICIPATION IN DECISION-MAKING: A SELECTED BIBLIOGRAPHY

Additional copies available from:

Council of Planning Librarians
Post Office Box 229
Monticello, Illinois 61856

for $1.50

UNIVERSITY OF ILLINOIS-URBANA
818 7114C73E C001
EXCHANGE BIBLIOGRAPHY URBANA, ILL
257 264 1972
3 0112 029109029